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Assessing Effects-Based Operations

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Motivation



- Spent 3 years at USCENTCOM doing campaign assessment for Operations ENDURING FREEDOM and IRAQI FREEDOM
 - Learned a lot about what works and what doesn't in the field
 - Day job has given me more time to study & critically think about the assessment problem
- Concerned that the assessment community is spending too much time and \$ on “tools” and not enough effort on doctrine, process, and education
- Effects-Based Operations only exacerbate the current problems in assessment



Introduction



- Why is assessment so hard?
- Lessons from Past Assessments
- What are Effects-Based Operations?
 - Are we all using the same doctrine and terminology?
- Assessment Challenges Posed by EBO
- EBO Measures (MOPs & MOEs)
- EBO Assessment Advice



Why is Assessment so hard?



- Desert Shield/Storm (CAOC): “Interviewing planners and collecting the mission data were **long and tedious processes** complicated by the fact the ATO was evolving on a daily basis.”
- Allied Force (CAOC): “**Capturing data** and then giving information to the warfighter provided to be a monumental task”
- Enduring Freedom (COCOM): “What do you mean I can’t use my assessment tool on the **JWICS** system”
- Iraqi Freedom (COCOM): “**Can only assess what you plan and have information for**”

Assessment is the wagging tail of the planning dog and depends on the availability of timely/accurate information



Lessons from Past Assessments



1. (Biggest Problem) Failure to tailor the assessment process to **the magnitude and tempo of operations**
 - Failure to prioritize; in high tempo (24/7) or large magnitude (OIF) operations **you can't access everything**
 - Failure to agree and use the same information tools; **doesn't matter whose is better just use the same ones**
2. (Another Big Problem) Lack of information
 - **“Perfect” MOE with no source data**
 - **Can't access what you don't plan**
 - Can't access unless you deliberately **task resources** (ISR, HUMINT, etc.) to collect and process information
 - Not everyone can see the same information (**classification issues**)



Lessons from Past Assessments



3. (Hidden Problem) Applicability of the assessment to the **commander's decision making needs**
 - **Designing an assessment process without commander input.** Has any one actually ask the commander what he wants to see?
 - **No planner feedback on the assessment process.** Do the planner's actually look at the assessment products or do they just plan without it?
4. Assessment has been a pick up game
 - Many assessments have started **after operations have begun** (Allied Force, Enduring Freedom)
 - Most assessment teams **form for the operation and then disband shortly after**
 - **Impossible to provide realistic training**



What are Effects-Based Operations?



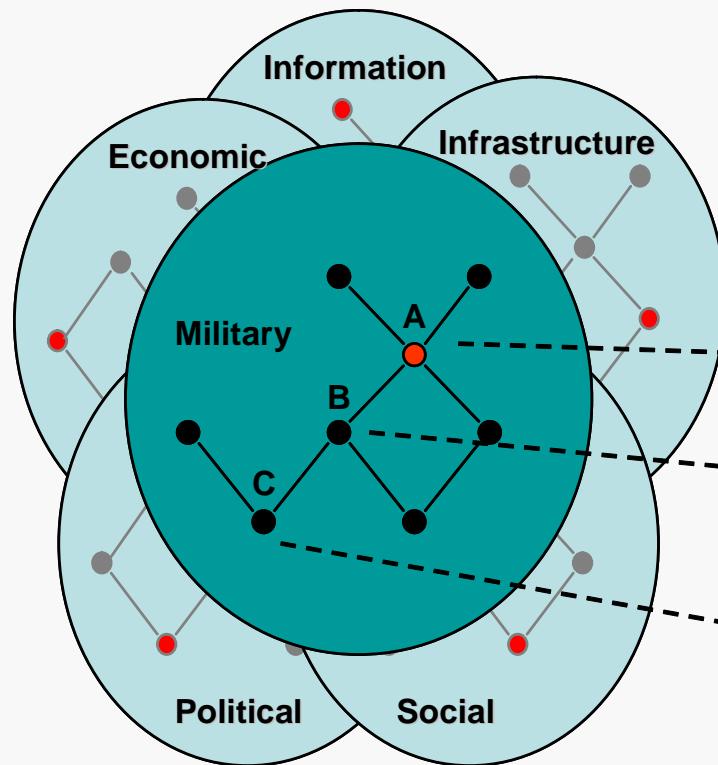
“Operations that are planned, executed, assessed, and adapted based on a holistic understanding of the operational environment in order to influence or change system behavior or capabilities using the integrated application of selected instruments of power to achieve directed policy aims.”

*JFCOM JWFC Doctrine Pamphlet 7,
Operational Implications of EBO Nov 04*

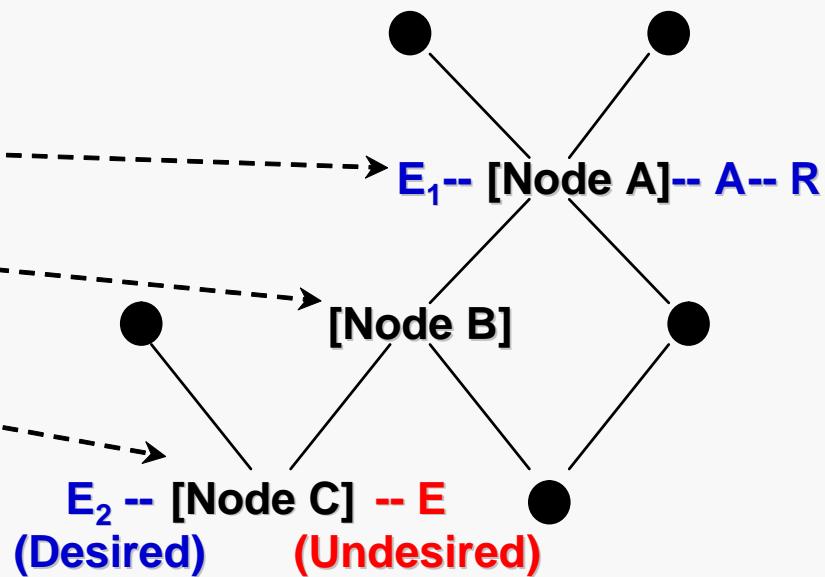
Anyone using a different definition? If so why?



What are Effects-Based Operations?



Enemy Systems of Systems Model

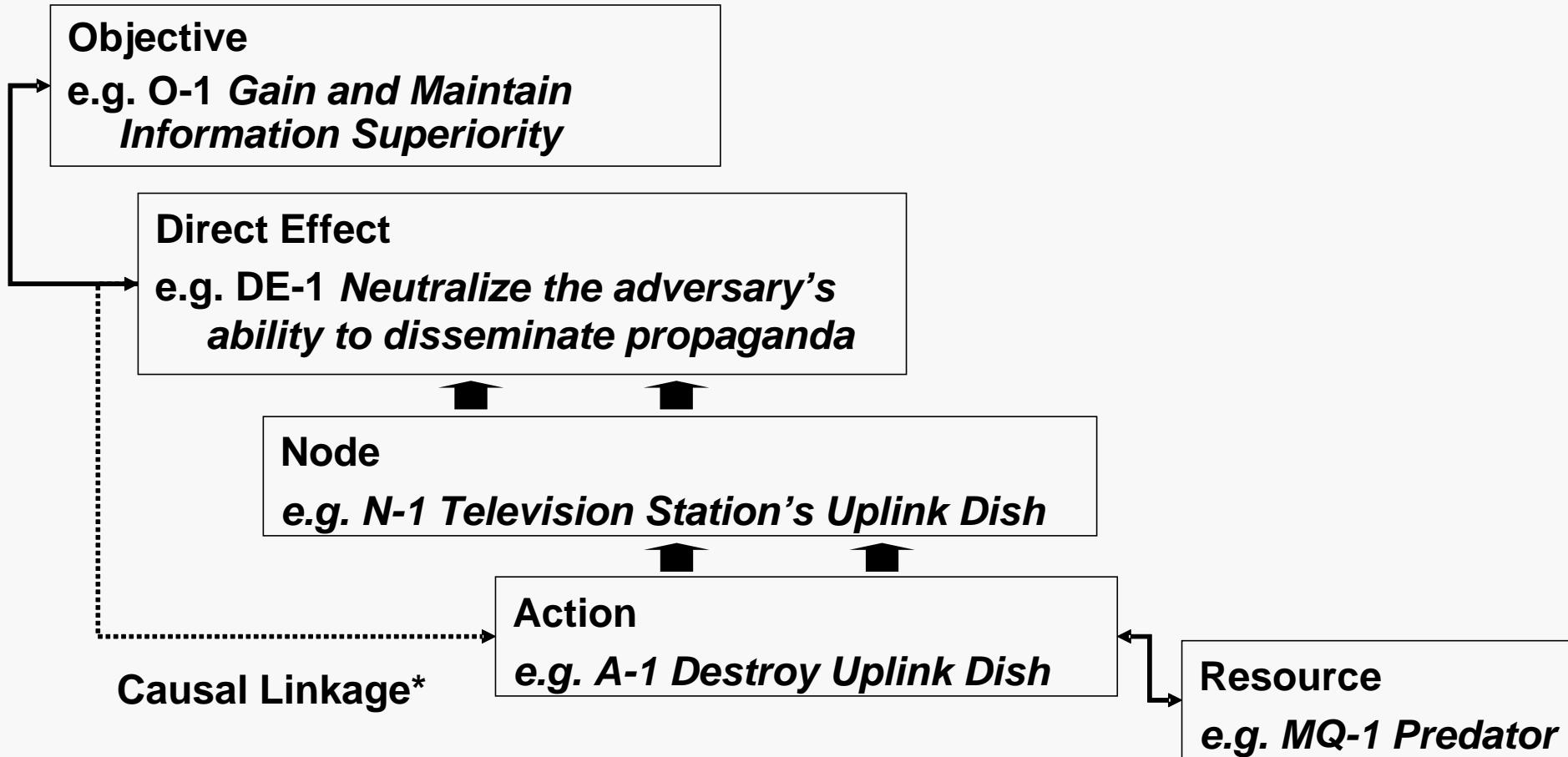


Friendly ENAR Within a PMESII Element

Anyone using a different planning format? If so why?



What are Effects-Based Operations?



*Note: Causal linkages explain why planners think the proposed actions will create the desired effect.



Assessment Challenges of EBO



- **Now have to assess effects in addition to actions (tasks)**
 - Have at least doubled the assessment load (assuming only one E-A combination)
 - Have to identify when we have the wrong cause and effect link; wrong E-N-A-R chain
 - Effects are not necessarily observable from our vantage point
 - Effects may have a time lag associate with them



Assessment Challenges of EBO



- Connection between strategic, operational, and tactical objectives, effects, and actions and their assessments
 - Traditional assessment lines are now blurred
 - Might approach these ties via the Resource (R) nodes



EBO Measures



- Accomplishment of the *action* via measures of performance (MOPs)
 - Relatively easy to measure
 - Did the bomb hit its target?
 - Did the diplomatic message get passed to the host nation foreign minister?
 - In most cases, the MOPs should be yes or no answers



EBO Measures



- Attainment of the effect (change in system state) via measures of effectiveness (MOEs)
 - More difficult to measure
 - Probably will not occur simultaneously with the actions
 - Easier to measure for kinetic actions than non-kinetic actions



EBO Assessment Advise



- Assess all planned actions
- Only assess high-payoff effects (defined as effects against key nodes) and sample other effects unless ops tempo allows assessment of all effects
- Join with the planners early at the hip; planning without some intent to assess the success or failure is means for failure
- Pre-plan, coordinate, and prioritize intel collection assets to collect data to evaluate Effect MOEs
 - Understand lag time from data collection to processed information



End of Assessing EBO presentation